



Grenada Medical and Dental Council

GMDC - Human Resource Management Manual

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Policy Overview

This Human Resource Management Policy Manual is designed to inform and guide those who are responsible for human resources management of the Grenada Medical and Dental Council (GMDC) and all employees, to make them aware of procedures related to rights and responsibilities.

This policy should be read in conjunction with all other policies including, but not limited to, those prohibiting discrimination, harassment, offensive conduct or inappropriate behavior.

The Technical Administrator is responsible for the maintenance of this Manual. All matters or enquiries related to this Manual should be directed to the Chairman of the Governing Body through the Executive Director, however concerns or inquiries regarding the Executive Director should be directed to the Chairman of the Administration and Operations Committee (AOC) through the Chairman of the Governing Body. The information within this Manual is confidential and is intended for internal use only.

As the Human Resource Management policies of GMDC change over time, all revisions will be circulated to staff.

Rationale for Policy

This Human Resource Management Policy Manual is designed to:

- Set out the approved policies and procedures relating to all aspects of human resources management and administration.
- Provide standardised rules to ensure equitable and consistent application of the policies.
- Communicate to all employees through a single, standard document the approved policies and procedures applicable to all employees of GMDC.

This manual is developed in line with the Grenada Statutory Rules and Orders No. 27 1969 & Staff Orders¹ and Grenada Employment Act No. 14 1999². This manual is organised in a manner that facilitates easy reference to the policies documented herein. It has been organised using the following headings:

- General Employment Policies and Practices
- Recruitment and Selection
- Learning and Development
- Reward

¹ Grenada Statutory Rules & Order No. 27 1969 & Staff Orders

<https://gov.gd/sites/default/files/docs/Documents/others/Grenada%20Statutory%20Rules%20and%20Orders.pdf>

² Grenada Employment Act No. 14 of 1999: <https://www.ilo.org/dyn/travail/docs/496/Employment%20Act%20No.14.pdf>



- Employee Information Management
- Discipline and Grievance
- Separation
- Administration

Policy Statement

Overview

The expertise of staff is critical to GMDC in meeting its strategic objectives and mandate. GMDC is committed to using best practice approaches to ensure that staff are able to develop their potential to meet their own goals and enhance the value that is provided to clients.

Employees' Responsibility to GMDC

All GMDC employees are expected to demonstrate high standards of performance and professional attitude towards their jobs at all times. Employees are expected to:

- Conform to the general policies and principles.
- Maintain and improve GMDC's quality of service.
- Display good judgement, tact, and decorum.
- Display sound ethical standards inside and outside of the workplace.
- Be earnest in completing tasks and meeting established standards.
- Maintain professional relationships with all stakeholders, including council members and clients.
- Treat fellow employees with respect.
- Demonstrate willingness to be part of a team.

GMDC's Responsibility to Employees

Employees are critical to GMDC and, as such, the organisation has a responsibility to employees. GMDC is expected to:

- Provide clarity of direction to all employees.
- Ensure employees are apprised of information that may affect them and the operations of the organisation in a timely manner.
- Foster an environment of employee involvement.
- Treat employees as persons of worth and demonstrate that employees are valuable to the organisation.
- Provide a safe, harmonious working environment.
- Foster an environment of learning and development.



Definitions

- **Governing Body** - A committee of qualified individuals appointed to provide oversight of GMDC's activities.
- **Administration and Operations Committee (AOC)** - A subcommittee of the Governing Body, responsible for providing oversight of GMDC's administration, operations, and human resources management.
- **Approved designate** - A GMDC employee authorised by the Governing Body to perform the role of another GMDC employee in the HR field.



1. GENERAL EMPLOYMENT POLICIES AND PRACTICES

1.1. Business Conduct/Ethics

The aim of these policies and practices is to define the appropriate standards of conduct for employees in the execution of their duties. The Technical Administrator is responsible for the management of these policies which are as follows:

1.1.1. Confidential Information

In the employee's execution of duties, he/she may gain access to information of a sensitive nature. Such information may be medical, financial, technical, or business related. It may also include personal matters, relating to the private life, financial circumstances, medical or employment status and/or other details of employees, clients, or members of the Governing Body of GMDC.

All such information is regarded as confidential. Any confidential information, which any employee obtains by reason of his/her employment or association with GMDC, is the property of GMDC. The information must be kept confidential and used solely for the work of GMDC.

The principles governing confidentiality are as follows:

- Each employee will be required to sign the Conflict of Interest and Confidentiality Policy in acknowledgement of the principles governing confidentiality.
- Employees shall not disclose confidential information without the prior written permission of the Executive Director or Chairman of the Governing Body. The disclosure or use of any confidential information, reports, plans or any other information that might be contrary to the interest of GMDC without prior authorisation from the Executive Director or Chairman of the Governing Body is prohibited.
- Knowledge of confidential information should not be discussed in public places nor disclosed to any person or entity, whether directly or indirectly, unless first authorised to do so in writing by the Executive Director or the Chairman.
- Confidential documents shall be disposed of only by shredding using office equipment.
- Employees shall protect the confidentiality of non-public information that they receive in the execution of their duties. This obligation continues to apply after the termination of employment except for information required to be disclosed by law.



- Employees who are required to produce evidence in any court of law, or any official document of a confidential nature, shall inform the Executive Director or Chairman of the Governing Body of the nature of the evidence or document.
- Employees may not participate in any public forum on matters relating to GMDC without prior approval of the Executive Director or Chairman of the Governing Body.
- Knowledge of the location of employees either travelling or attending meetings shall not be disclosed to callers or visitors as this may infringe on their privacy.
- Confidential information should not be used by employees for any personal gain, for gain to families/relatives or friends, or for the purpose of furthering a private interest, or a private interest of any other person or entity.

Penalty for Infringement

- An employee who is negligent in the protection or use of confidential information, or who is generally in breach of this policy, will be subject to appropriate disciplinary action up to and including termination for breach of contract.
- A person who makes use of knowledge of GMDC's interest to obtain a profit in a transaction is guilty of gross misconduct.

1.1.2. Conflict of Interest

Employees shall, at all times, separate their personal interest from that of GMDC. As in all other areas of responsibility, employees providing services for GMDC, its clients or any other person seeking to do business with the organisation, are expected to act in the best interest of the Council.

Employees shall make prompt and full disclosure in writing to the Executive Director or Chairman of the Governing Body, of any potential situation that may involve a conflict of interest. Conflicts of interest may include, but are not limited to:

- Soliciting and/or accepting payment and/or any other consideration regarding the performance of or neglect of official duties.
- Conducting private business during work hours and/or on GMDC's property or using GMDC's assets.
- Engaging in private activity similar to official GMDC functions.



- Any other arrangements or circumstances, including family or other personal relationships, which might result in the employee not acting in the best interest of GMDC.

Where an employee or his/her relative has direct or indirect financial interest in an entity or is in a position to influence the decisions of an entity with which the GMDC transacts or intends to transact business, such interest must be declared. GMDC will take appropriate steps to ensure no conflicts of interest exist. Failure to disclose any potential conflict of interest could result in termination of employment.

Employees should seek to clarify what is deemed a conflict of interest with the Executive Director in a confidential discussion. The final decision on any dispute over the determination of such conflict shall rest with the Chairman of the Governing Body.

1.1.3. Gifts

GMDC employees shall not accept any gifts, favours, entertainment or payment in cash or kind from persons/organisations in any form that would impair their ability to execute their duties in a fair and transparent manner.

Employees may accept gifts or favours from GMDC's clients/business associates providing that they meet all of the following criteria:

- They are consistent with accepted business practices and are not in violation of applicable law and generally accepted ethical standards.
- Public disclosures of the facts will not embarrass GMDC.
- They are of token nature; sufficiently limited value and in a form that will not be construed as a bribe or payoff.

Employees are advised to act with prudence in the acceptance of gifts and, if in doubt, to seek the advice and approval of the Executive Director or Chairman of the Governing Body.

1.1.4. Political Activities

GMDC understands that employees may be connected to or involved with political parties. The following policy guides the expectation of employees:

- Employees shall not exercise political bias in the execution of their duties or use their positions to promote their party's agenda.



- Employees are forbidden to engage in any type of partisan political activity in any elections at any level.
- In the exercise of official duties, no service or benefit should be denied or provided to anyone on the basis of partisan political affiliation.
- In the exercise of official duties, employees may be required to provide factual information to explain or clarify government policy.
- Where any of the above is in contest, the Chair should appoint an appropriate and independent external party to assist in adjudicating on matters related.

1.1.5. Appearance and Dress Code

GMDC's dress code policy is designed to enable the organisation to provide a consistent, professional appearance to our customers and colleagues. Our appearance reflects on ourselves and the company. The goal is to be sure that we maintain a positive appearance and not to offend customers, clients, or colleagues.

GMDC does not require employees to wear GMDC branded uniforms. Employees should be appropriately dressed for work at all times in a manner which demonstrates professionalism, decency and respect for colleagues, clients, and members of the general public.

Employees are allowed to enjoy a relaxed/business casual dress code on Fridays and other special occasions, as agreed to by the Executive Director.

The following are examples of what is considered acceptable and unacceptable business casual attire:

Acceptable	Unacceptable
Collared shirts and blouses	Jeans shirts and dresses
Cardigan sweater	T-shirts/sweatshirts
Oxford Shirts	Sleeveless shirts, blouses, and low-cut tops
Slacks	Leggings/athletic wear
Skirts of appropriate length	Short pants/Mini skirts
Blazers/sport coats	Capri pants



Shoes with socks	Sandals, slippers/flip flops
Jeans pants, on Fridays	- Three-quarter jeans/capris - Multi-coloured jeans - Low rise jeans with exposed midriff - Destructed / Distressed jeans with tears, patches or holes - Skinny jeans or jeggings
Pumps, flats, and heeled sandals	Athletic shoes/sneakers

Dress Code Violations

Managers or supervisors are expected to inform employees when they are violating the dress code. Employees in violation are expected to immediately correct the issue. This may include having to leave work to change clothes.

Repeated violations or violations that have major repercussions, may result in disciplinary action being taken up to and including termination.

1.1.6. Work Hours

1.1.6.1. Opening Hours

The normal work week for employees is Monday to Friday, 8:30 a.m. to 3:30 p.m.

1.1.6.2. Lunch Break

Lunch times are between the hours of 12 noon and 2:00 p.m. daily for the standard lunch period of one (1) hour.

1.1.6.3. Longer Hours

Due to the nature of our GMDC's business, employees may be required to work longer hours periodically. If employees are required to work longer hours, they shall be given as much advance notice as possible.

1.1.7. Attendance and Punctuality

- Employees are expected to report for work on time and adhere to the established lunch period.



- Whenever employees know in advance that they are going to be late for work or absent, they should notify their immediate supervisor as soon as possible, but in no event no later than one hour before they are due at work. In the event that the immediate supervisor is unavailable, the employee must speak with the Executive Director. The employee may send an email or leave a voicemail that includes a contact number where their supervisor may reach them if needed.
- GMDC recognises that illness or other circumstances beyond an employee's control may cause them to be late or absent from work from time to time. However, frequent absenteeism or tardiness may result in disciplinary action, up to and including termination. Excessive absenteeism or frequent tardiness puts an unnecessary strain on co-workers and can have a negative impact on the success of GMDC.
- Supervisors have the authority to establish mechanisms and procedures to monitor the punctuality of employees under their supervision and to recommend disciplinary action for repeated tardiness in accordance with the disciplinary procedures.
- Disciplinary action will not be taken against an employee who is late for circumstances over which the employee has no control, such as acts of God, family emergencies, roadblocks, or lateness for which prior approval was received from their manager.

1.1.7.1. Absence During the Course of the Workday

Employees who require time-off during the workday are required to request permission from their supervisors. The supervisor should be informed of the duration of the absence beforehand. If persons are expected to be absent for more than four (4) hours they may be required to apply for casual or vacation leave for the day.

1.2. Communication

The policies on communication are aimed at ensuring all employees maintain acceptable standards regarding use of telephone (cellular and company), electronic mail, sound devices and social media.

1.2.1. Personal Cellular Phones

Use of personal cellular phones during the workday can interfere with employee productivity and be distracting to other staff members. The number of personal calls should therefore be kept to a minimum, restricted to non-work time, where possible, and must not interfere with the employee's work. In particular, employees are encouraged to:



- Advise family members and friends of GMDC's policy and restrict incoming personal calls, as much as possible, to cases of emergency.
- Turn off cellular phones or set them on silent/vibration mode for the duration of meetings.
- Reduce the volume of ringtones and use ringtones that are not offensive to others.
- Lower the volume of conversations to levels where they will not be distracting to others.

1.2.2. Company Telephones / Cellular Phones

GMDC's telephones are primarily to facilitate the business of the Council. However, we understand that it is occasionally necessary to conduct personal business during office hours and, as such, employees are allowed to use the telephones for personal business. These calls should be kept to a minimum and must not affect the employee's performance of employment-related activities.

1.2.3. E-mail

All electronic communications and stored information transmitted, received, or archived in GMDC's information systems are the property of GMDC.

Management reserves the right to, without prior notice, examine company e-mail, personal file directories and other information stored on GMDC's computers in order to ensure compliance with internal policies and to assist with the management of information systems.

Employees are responsible for their assigned username(s) and password(s). Use of the username(s) and password(s) by other individuals to gain access to GMDC's network and systems is prohibited. Any communication sent from an employee's account is the responsibility of the employee assigned to the account. Therefore, employees should not allow other persons to send e-mail from their account and should not use another person's account to send communications for their own purposes.

1.2.4. Personal Use of E-mail

Employees are prohibited from accessing GMDC's e-mail system for personal use. Employees are also prohibited from using e-mail for any unethical purposes, including, but not limited to, racism, violence, harassment, pornography, gambling, or any illegal activity. Employees are prohibited from using profane language or vulgarity when using e-mail services.



Employees should exercise caution in drafting and transmitting messages over e-mail and should assume that their messages may be saved and reviewed by someone other than the intended recipients.

Employees are prohibited from using GMDC's e-mail system:

- To conduct business or participate in any profit-making activity.
- To disclose any confidential information to any party not entitled to that information.

1.2.5. Use of Social Media

The aim of this policy is to provide guidelines for the use of social media within GMDC and to ensure GMDC is in no way compromised by the actions of employees using social media. This policy should be read in conjunction with the policy on Business Conduct/Ethics.

The following are the guidelines for use of the social media:

- Employees shall treat all online activity as public activity.
- Employees shall take responsibility for what they write/post in social media.
- Employees shall exercise good judgement in the use of social media.

1.3. Occupational Health, Safety and Security

The aim of this policy is to ensure the provision of a healthy and safe environment for GMDC's employees.

1.3.1. Workplace Violence

The following are guidelines by which GMDC employees shall deal with intimidation, harassment, or other threats of violence that may occur during business hours or on the premises.

1.3.1.1. Prohibited Conduct

GMDC does not condone any form of workplace violence committed by or against employees. Employees are prohibited from making threats or engaging in violent activities such as:

- Causing physical injury to another person.



- Displaying aggressive or hostile behaviour that creates a reasonable fear of injury to another person or subjects another individual to emotional distress.
- Intentionally damaging property of another employee or GMDC's property.
- Committing acts motivated by, or related to, sexual harassment.
- Making threatening remarks.

1.3.1.2. Enforcement

GMDC does not condone any acts of aggression, threats, threatening conduct, or any other acts of violence in the workplace. Any employee deemed to have committed such acts shall be subject to disciplinary action, up to and including termination.

Visitors engaged in violent acts on GMDC's premises or against GMDC's staff shall be reported to the relevant authorities.

1.3.1.3. Reporting Procedures

Employees are required to report any potentially dangerous situation immediately to a supervisor or the Technical Administrator. Reports can be made anonymously, and all reported incidents shall be investigated. Reports or incidents warranting confidentiality shall be handled appropriately and information shall be disclosed to others on a need-to-know basis.

All parties involved in any violence shall be counseled and the results of the investigations discussed with them. GMDC shall actively intervene at any indication of a possibly hostile or violent situation.

1.3.1.4. Dangerous Situations

Employee safety is a high priority for GMDC, as such employees are advised not to confront, challenge, or attempt to disarm an armed or dangerous person.

1.3.2. Visitors

- All visitors must report to the Receptionist and shall be announced to the appropriate personnel before entering the GMDC offices.



- All employees and visitors are expected to comply with all safety rules, regulations, and policies while on the premises.

2. RECRUITMENT AND SELECTION

The aim of these policies is to ensure GMDC recruits and selects the most suitable candidate for each job vacancy. The terms of employment may be permanent, temporary, or fixed term. The following are the policies which will guide the recruitment and selection process.

2.3. Non-Discrimination

GMDC shall provide equal employment opportunities to all eligible applicants. Applicants for the position to be filled shall be considered on the basis of their competencies, qualifications, experience, and character. GMDC shall not discriminate against applicants based on race, colour, national extraction, social origin, religion, political opinion, sex, marital status, family responsibilities, age, or disability.

2.4. Qualifications

All candidates are required to have at least the minimum qualifications outlined in the job description for the intended job.

- All candidates are required to present originals or certified copies of documents including academic certificates, diplomas, degrees, or other documents relevant to their educational achievements. These documents must be accompanied by a statement of verification from the Grenada National Accreditation Board.
- All applicants are required to complete GMDC's application form, including a cover letter and detailed resume.

2.5. Advertisement

Vacancies for all positions shall be advertised internally and externally simultaneously to provide the widest possible access and opportunity for individuals interested in the position.

GMDC reserves the right to use various media for recruitment such as publication in daily/weekly newspapers or hiring a recruitment agency to identify new employees.

2.6. Selection



GMDC shall use various means of evaluation in the selection process depending on the nature and level of the position in order to maintain equity and fairness in the selection process. The evaluation tools may include one, or a combination, of the following elements:

- Interviews
- Written tests
- Psychometric assessments
- Skills/technical assessments

Interviews shall be conducted using a panel approach. The panel shall comprise the following:

- Immediate Supervisor
- Executive Director
- Representative from the Governing Body
- An independent party, if required

Notwithstanding, GMDC reserves the right to reconstitute the panel depending on the level and nature of the job.

In cases where multiple selection tools are used, candidates shall be selected based on the results of all elements of the selection process.

2.7. Background Investigations and Reference Checks

GMDC reserves the right to conduct thorough background investigations on all applicants.

- At least two (2) references and a Police Certificate of Character are required from each applicant. Applications shall not progress to employment unless candidates provide satisfactory references and the Police Certificate of Character. In some cases, applicants may be asked to provide additional references.
- There may be cases where GMDC needs to contact the applicant's present or former employer. In such cases, consent must be given by the applicant.



The following table outlines the roles of GMDC employees in the recruitment process:

Role	Tasks
Executive Director	<ul style="list-style-type: none">● Submits the recruitment requisition to the Governing Body for approval
Governing Body	<ul style="list-style-type: none">● Reviews recruitment requisition● Approves or declines requisition
Secretariat	<ul style="list-style-type: none">● Advertises position● Shortlist applicants
Executive Director	<ul style="list-style-type: none">● Convenes interview panel (must include a member of the Governing Body)

2.8. Appointment

Persons working with GMDC may be permanent, temporary or on a fixed term contract. The following shall guide the recruitment of these three (3) staff categories.

2.8.1. Permanent Appointment

- All prospective permanent employees shall be provided with a job offer letter outlining the terms and conditions of employment, which shall include the requirement for probation and medical certification at least twenty (20) working days prior to the commencement of employment unless otherwise agreed between the parties.
- Acceptance of the job offer shall be done in writing and submitted to the Executive Director at least ten (10) working days prior to the commencement of employment.
- All permanent officers shall be subject to GMDC's Business Conduct/Ethics guidelines outlined in Section 1.1 of this manual.

2.8.2. Temporary Appointment

GMDC shall periodically employ individuals for a stipulated period subject to the demands of GMDC's work.



- Temporary employment must be offered for a specific period, not exceeding six (6) months.
- Extensions to the period must be approved by the Chairman of the Governing Body on the recommendation of the Executive Director. Extensions should not be for more than an additional six (6) months.
- A letter confirming the assignment, period, rate of pay and any other terms and conditions must be issued to the employee at the commencement of employment and reconfirmed in writing for any period of extension.

2.8.3. Fixed Term Appointment

A fixed term appointment is a contractual arrangement for the performance of specific functions for a predetermined period.

- Contracts for fixed term appointments must be consistent with existing guidelines issued by GMDC. The employment of these officers shall be in accordance with GMDC's procedures for employment of staff.
- Contract employees shall not be employed for periods greater than the times specified in their contract without written approval and agreement by both parties.
- All contract officers shall be subject to GMDC's Business Conduct/Ethics guidelines outlined in Section 1.1 of this manual.

2.9. Orientation

Each new employee to GMDC is required to participate in an orientation programme. Orientation for new employees shall commence on the first day of employment and shall be completed within the first month of employment by the Secretariat, under the direction of the Executive Director or his designate.

The activities include:

- Providing copies of relevant documents including human resources policies and procedures, and any other related documents.
- Providing information on ethical and confidentiality standards.
- Providing information on salary, benefits, and methods of payment.



- Providing relevant forms for completion, such as information for payroll processing.
- Providing an overview of the function of GMDC and the role of the employee.
- Familiarisation with the physical facilities.
- Providing information on general conditions of work.
- Introducing the new employee to co-workers.
- Discussing job responsibilities, expectations, and duties.
- Providing basic training to undertake job function.

2.10. Probation

The policies underlying probation are applicable to those employees who are employed on a permanent basis. The guidelines are as follows:

- An employee shall be required to serve a probationary period of not less than three (3) months.
- The employee shall be provided with regular feedback (at least one prior to formal assessment) on his/her performance during the probationary period.
- The employee's immediate supervisor shall assess his/her performance and formally advise the employee of his/her status at least one (1) month prior to the end of the probationary period.
- The appraisal shall form the basis of the decision to be made on the employee's status which may be:
 - Appointment
 - Extension of probation
 - Termination of employment

2.11. Extended Probation

It may become necessary to recommend an extension of an employee's probationary period based on performance. The following are the guidelines:

- The period shall not exceed three (3) months and only one period of extension is allowed.



- The employee shall be provided with continuous feedback and have a written evaluation done thirty (30) days prior to the end of the period.
- If at the end of the extended probationary period performance is still unsatisfactory, the employee shall be terminated.

2.12. Confirmation of Employment

At the end of the probationary period, if the assessment is satisfactory and permanent employment is recommended, GMDC shall provide written confirmation of employment and the employee shall complete the necessary forms in relation to benefits for processing.

3. LEARNING AND DEVELOPMENT

The policies in this section are aimed at fostering capacity building and ensuring that GMDC's workforce meets current and future organisational and individual needs. The Secretariat, under the direction of Executive Director, has the responsibility for managing the learning and development of GMDC employees as well as preparing GMDC's Annual Training Plan using the training needs analysis and GMDC's competencies as a support tool in developing the plan. The following are the policies which shall guide the training process.

3.1. Nomination and Approval of Training Courses

GMDC facilitates learning and development through various forms of training. Employees may receive training in the following areas: personal development, professional development/technical expertise.

- The training needs of employees shall be based on the following criteria:
 - Requirements of their present role
 - Possible promotions
 - Skill gaps that may have been identified through the performance appraisal process or during the course of work by the supervisor or by the employee.
- Training shall not be approved if there is no clear business need for the employee to receive specific training or if there is no clear evidence to show how the course of study will help



the employee to achieve his/her professional goals and objectives. Priority is given to what is directly related to GMDC.

- All requests for training shall be accompanied with a justification explaining the positive impact that such training is likely to have on the employee's performance, and how this would benefit GMDC.

The following are the procedures for employees making a request to attend training:

Responsibility	Tasks
Employee	<ul style="list-style-type: none"> ● Identifies training programme ● Completes requisition form outlining details of the programme ● Submits requisition form to immediate supervisor
Immediate Supervisor	<ul style="list-style-type: none"> ● Receives requisition form ● Discusses with employee ● Makes recommendation ● Submits recommendation to the Executive Director for approval /disapproval based on initial discussion with employee
Executive Director	<ul style="list-style-type: none"> ● Reviews recommendation ● Approves / Declines training <ul style="list-style-type: none"> ○ If declined, provide a rationale in writing.
Immediate Supervisor	<ul style="list-style-type: none"> ● Discusses outcome with employee ● If approved, submits request to the Executive Director for payment for training.

3.2. Internal Training

Internal training refers to training using in-house trainers as resource personnel for the courses. Training may take place on or off site. The following are the guidelines for implementing internal training:

- The Technical Administrator and/or the Executive Director shall provide guidance and instruction to internal trainers used for in-house courses and on-the-job training, to ensure that the training provided to employees is at the highest possible standard.



- Immediate supervisors may recommend employees for cross training to the Executive Director.

3.3. External Training

External training refers to training using external service providers. Training may take place on or off site. The following are the guidelines for implementing external training:

- Training providers' qualification shall meet the training standards of accreditation bodies and their respective professional bodies/associations.
- Where customised external training is required for groups of staff, the Executive Director shall prepare a written training specification. Procurement for these services shall be done in accordance with GMDC's procurement guidelines.
- Immediate supervisors must ensure that employees meet the entrance requirements for training courses.
- All course materials obtained at training courses sponsored by GMDC shall be made available for GMDC's use.
- Employees shall indicate in advance whether they will be able to attend training courses for which they have been selected.
- All employees attending external training shall receive their normal compensation and all approved expenses shall be met by GMDC.

3.4. Attendance at Training

The provision of training courses is viewed as an investment. In this regard, it is essential that employees participate in the courses approved. In light of this, employees shall be given due notification of date and time of training course and shall make every effort to attend.

If an employee does not attend an external training course, which is paid by GMDC, without a suitable and acceptable explanation, or if the required passing score where grades are awarded is not achieved, the employee shall reimburse the course cost within a three-month period or a period negotiated otherwise.



3.5. Post Training Evaluation

An important part of training is to determine if the learner achieved the goals of the training. The policies guiding evaluation are as follows:

Internal Training

- The Project Management Officer shall conduct an analysis of all the internal training courses provided and prepare a report. The report may be used to determine future training courses.

External Training

- Repeat training shall only be carried out if the training course has added value.
- All employees who return from training programmes which focus on technical/professional development with a duration of two (2) or more days shall present a summary report on the course to their immediate supervisor and the Executive Director. The report should be submitted within two (2) weeks of course completion and should include an evaluation of the effectiveness of the programme.

3.6. Continuing Professional Development

- Employees must take responsibility for their continuing professional development. All employees are expected to ensure that their skills and qualifications remain current.
- Employees are encouraged to keep a personal record of their continuing professional development activities which may include reading professional journals, books, attending conferences and seminars, participating as an active member of a professional association and other related activities. Such records may be useful to demonstrate competence, when required.
- GMDC shall, where financially possible, contribute to professional development through sponsorship to attend conferences, seminars, or workshops.

3.7. Performance Management

GMDC's Performance Management and Appraisal System provides a structured approach to the continuous development of employees in meeting the needs of the organisation. The Performance



Management and Appraisal System is intended to measure the extent to which Performance Standards are being met over appropriate review periods.

The Secretariat, under the direction of the Executive Director, has the responsibility for managing the performance of GMDC employees.

The information obtained from these reviews shall be used in Compensation Planning and Administration, Training, Career Planning and Development, and Manpower Planning. In addition, the Performance Appraisal shall be used to provide GMDC with information on its human resources to facilitate improvements in productivity and efficiency.

Every employee is expected to participate in the performance management and appraisal process.

The purpose of the performance review is to:

- Identify areas of strength and high potential.
- Identify areas of deficiency.
- Map out a plan for continuing professional development.
- Map out a plan for remedying deficient job performance.
- Give feedback and facilitate coaching conversations.
- Commend employees for outstanding performance. This should be done in an atmosphere of equity and fairness.

To this end, GMDC will:

- Develop appropriate job descriptions for all jobs
- Set standards of performance for all jobs.
- Design and develop systems and procedures to facilitate and ensure the optimum development of all its employees - partly through training, career planning and development, and manpower planning.
- Establish Performance Appraisal Systems appropriate to the different job levels in GMDC's operations.

The immediate supervisor and employee shall develop and agree on the Performance Plan for the appraisal period. All employees shall undergo bi-annual reviews each year. The immediate supervisor shall meet with employees at intervals during the year and provide regular feedback on their performance to facilitate growth and development.

In addition to regular performance appraisal, appraisals may also be conducted to determine promotion and employee status at the end of the probationary period.



The following are the procedures for the performance appraisal meeting:

Responsibility	Tasks
Immediate Supervisor	<ul style="list-style-type: none"> ● Informs employee of date for appraisal meeting. ● Informs employee to conduct self-appraisal before meeting.
Employee	<ul style="list-style-type: none"> ● Conducts self-appraisal. ● Prepares notes for appraisal meetings.
Immediate Supervisor and Employee	<ul style="list-style-type: none"> ● Meet for appraisal exercise. ● Employee and immediate supervisor note comments on appraisal form and sign appraisal form acknowledging participation in the appraisal meeting.
Executive Director	<ul style="list-style-type: none"> ● Review, comment and sign the completed appraisal form.
Immediate Supervisor	<ul style="list-style-type: none"> ● Submits completed appraisal form to Administrative Secretary for processing and filing.

Rewarding Superior Performance

It is intended that whenever GMDC finds it possible to reward individual performance that is above the standards required, the results of the performance evaluations will be used by GMDC to decide on the nature of these awards.

Unsatisfactory Performance

Conversely, where, despite all the best efforts of GMDC, an individual's performance remains at unacceptable levels - i.e., below the standard required - such continued poor performance may result in termination of employment.

3.8. Promotion

The potential for promotion of employees will be assessed as part of the performance management system. The Executive Director will record all employees who have been noted for promotion and



will invite these persons to an interview, when appropriate vacancies arise. The policies underlying promotions are as follows:

- All positions shall be advertised internally and externally, and selection made in keeping with GMDC's recruitment procedures. Invited applicants with recognised promotion or succession potential will have the opportunity to demonstrate their competence alongside other internal and external candidates.
- All selection decisions shall be based on a fair and open assessment of applicant's capabilities.
- The Executive Director shall notify the successful candidate and offer the appointment in writing setting out the terms and conditions of employment.
- In exceptional cases, at the discretion of the Executive Director, direct promotions may be made. These cases shall be communicated to staff.
- Where two or more candidates are assessed to be equally suitable, seniority may be used to select the candidate.

4. REWARD

These policies are intended to provide clarity on GMDC's reward and retention strategies to ensure that equity is maintained in the system at all times and that the organisation maintains a low workforce turnover. The policies also outline a coherent and comprehensive set of guidelines for compensation, benefits and leave administration.

4.1. Compensation

4.1.1. Salary

The Governing Body shall be responsible for assigning the salary band, compensation, and benefits for all positions. The policy guidelines are as follows:

- At the start of employment, or on promotion, individuals will be advised in writing of their basic pay. This communication will be made in the employee's employment letter or contract and at each time there is a revision of an employee's salary.
- All salaries will be quoted in the gross amount on an annual basis.



- Salaries will normally be reviewed annually for permanent employees and at the end of contract period for fixed term employees, with any change, inclusive of incremental adjustments taking effect at the anniversary date of appointment. Note that there is no automatic cost of living increase. The criteria are outlined in section 4.1.3.

4.1.2. Method and Timing of Salary Payments

Employees will be paid monthly and will receive a pay slip showing all payments that have been credited, all taxes withheld, other deductions that have been authorised and net pay for the period. Salaries shall be paid net, by way of direct deposit to an employee's bank account. The following policies govern the practices in this area:

- Employees shall provide their personal information to the Accounts Department for the purpose of processing their salaries.
- The Accountant shall be responsible for ensuring that all employees receive their salary statements.

All salaries shall be paid no later than the 27th day of each month. In cases where the 27th falls on a Saturday, Sunday or public holiday, salaries will be paid by the preceding working day. Unless otherwise agreed by the GMDC Board and fully communicated.

4.1.3. Increments

The merit increment is based on the need for GMDC to create transparency in the system of salary adjustments and to provide opportunity for persons who consistently deliver exceptional performance, as indicated by the performance appraisal rating, to move within the salary range. The immediate supervisor will make a recommendation to the Executive Director where an employee is to be paid an increment. The Executive Director will then submit the recommendation to the Chairman of the Governing Body for approval. The Governing body is responsible for making decisions regarding increments concerning the Executive Director.

The following are the guidelines for the payment of increments:

- Employees are eligible to receive an increment after completing at least one (1) year of service at GMDC.



- Increments are based on performance. Increments are paid to employees who acquire a minimum of 80% on the Performance Appraisal Review.
- Incremental adjustment is made only if approved by the Governing Body.
- Increments may be applied outside of the regular period if justified by the assignment of additional special duties to an employee.

Increments may be denied as a result of unsatisfactory job performance or as a penalty following a disciplinary procedure. In cases where increments are not merited, the employee will be informed in writing, by the Executive Director, through the Immediate Supervisor, at least two (2) months before increments would have been due.

4.1.4. Salary Deductions

4.1.4.1. Statutory Deductions

Statutory deductions will be made from all employees' gross salaries before payments are issued. The deductions include Income Tax and National Insurance Scheme contributions. These deductions will be paid over to the respective organisations in accordance with the Government of Grenada requirements.

4.1.4.2. Non-Statutory Deductions

GMDC may deduct compulsory payments such as health insurance from the salaries of employees. In addition, GMDC may facilitate employees making payments from their salaries to certain institutions. These will be deducted from employees' salaries before they are issued. The payments may be made to institutions such as:

- Other Health and Insurance Companies
- Commercial Organisations
- Credit Unions
- Finance Companies
- Mortgage Loan Companies and Building Societies

The employee shall sign an agreement for all non-statutory payments to be deducted.

The record of all payroll deductions will be noted on employees' salary slips and totalled on employees' annual returns.



GMDC reserves the right to discontinue this service at any time, given that it does not have to be necessarily adopted by the council.

4.1.5. Overtime Payment

GMDC will make every effort to minimise the necessity for overtime work. GMDC will, as far as possible, give at least two (2) hours' notice to an employee who is required to work overtime. Whenever overtime work is required, the immediate supervisor concerned must approve it in advance. Employees shall be required to complete the Overtime form quantifying the amount of overtime worked. The relevant overtime rate shall be applied.

Employees must work a minimum of one (1) hour beyond regular working hours before they are eligible for overtime payment.

Subject to such prior approval, all employees, other than members of Management, are entitled to payment for overtime worked.

4.2. Benefits

4.2.1. Health Insurance

GMDC may provide health insurance coverage for permanent employees. The benefits of the plan may vary according to the agreement of the provider. Employees may qualify for the scheme on joining GMDC.

4.2.2. Pension

GMDC may organise a pension plan for employees.

4.3. Leave

GMDC, in accordance with statutory and contractual obligations, provides leave as part of its overall employment benefit. Employees shall be entitled to leave as set out in the following policy guidelines. However, the granting of leave shall be subject to the demands of the employee's department in order to:

- Ensure that an adequate number of employees are present at any given time to carry out activities necessary to meet the business needs of the department.
- Ensure that all employees get vacation time in an effort to create work life balance and the motivation necessary for effective performance at the workplace.



- Provide leave in line with statutory provisions for sickness, maternity, paternity, study, bereavement, and other special situations.
- Ensure effective management and administration of all leave provided.

Permanent employees are entitled to various types of leave depending on the circumstances. The following are the types of leave available:

- Vacation Leave
- Sick Leave
- Maternity Leave
- Paternity Leave
- Special Leave (e.g., Court Duties, National Service, Elections, Compassionate)
- Casual Leave
- Study Leave
- Unpaid Leave

- Bereavement leave

4.3.1. Authority for the Granting of Leave

The authority to grant leave is vested in GMDC, on the recommendation of the immediate supervisor, subject to the limitations set out in these guidelines. In turn, employees must obtain the approval of their immediate supervisor before proceeding on leave. Requests for vacation leave must be made at least four (4) weeks in advance.

The Executive Director shall be notified of all requests for leave, including vacation, sick, maternity, special, casual, study and unpaid, by way of the completion of the appropriate leave forms.

4.3.2. Accumulation of Leave

GMDC does not encourage the practice of employees accumulating leave. However, if an employee is unable to take his/her vacation leave during a calendar year, the employee shall seek permission in writing from their immediate supervisor to defer the leave to the ensuing year and approval must be granted by the Executive Director.

Where such approval is granted, the following guidelines shall be followed:



- Employees may accumulate leave, not exceeding the leave entitlement for one (1) year, subject to permission of their immediate supervisor and the Executive Director.
- Requests to defer leave must be submitted to the Executive Director at least four (4) weeks in advance.

4.3.3. Vacation Leave

All permanent employees, on completion of one (1) continuous year of service at GMDC, shall be entitled to paid vacation leave based on the conditions outlined in 4.3. Employees may take vacation leave at any time during the year with the approval of their immediate supervisor. The policy guidelines are outlined below:

- Vacation leave shall be taken during the calendar year in which it falls, January 1st to December 31st. Completed years of service are counted at the start of the vacation year within which the leave entitlement falls.
- Vacation leave for new employees joining during the calendar year will be calculated on a pro-rata basis in respect of completed months of service up to December 31st and is to be taken in the succeeding year.
- New employees will not be eligible to take paid vacation during the first year of their employment unless under exceptional circumstances and on the recommendation of their immediate supervisor and with approval from the Executive Director.
- Employees will be advised of their leave entitlement in January of each year.
- Leave will be granted in accordance with a Vacation Leave Roster.
- The Vacation Leave Roster must be completed by January 31st each year and must be recommended by the respective immediate supervisor.
- A copy of the approved Leave Roster must be given to the Executive Director.
- Employees will be officially informed in writing of the approval of his/her leave and will be expected to take the leave at the prescribed time.



The table below outlines details of vacation leave for permanent employees.

No. of Years of Service	Vacation Leave Entitlement	
	Junior Staff	Senior Staff
1 Year	5 days	10 days
2 - 3 Years	10 days	15 days
4 -10 Years	15 days	20 days
Over 10 Years	20 days (maximum allotment)	30 days (maximum allotment)

4.3.4. Sick Leave

GMDC's sick leave policy provides for employees to receive full pay while prevented from attending to their duties because of illness. Sick leave is a provision that is taken only in cases of genuine illness. Employees who abuse sick leave will be disciplined in accordance with section 6. The following guidelines apply to leave granted on the grounds of ill health.

- Permanent employees who have completed three (3) months' service with GMDC will be eligible for a maximum of ten (10) working days paid annually, uncertified sick leave in each calendar year, to cover short periods of absences due to ill health or incapacity without affecting vacation or casual leave.

Eligibility

- An employee who must be absent from work due to illness, may be granted sick leave with pay, or without pay if leave entitlement is fully utilised.



- Employees falling ill should ensure that their immediate supervisor is notified as early as possible, within 2 hours of the start of business on the first working day of illness.
- Sick leave may run consecutively with vacation leave or vice versa on the production of satisfactory medical evidence. However, if an employee falls ill during his/her vacation leave, the sick period will be included as part of the scheduled vacation leave. Where an employee falls ill immediately prior to the start of his vacation leave, the vacation leave may be postponed at the discretion of the Executive Director, and the normal procedure for absence due to illness will apply.
- If the duration of illness continues for more than three (3) consecutive days, a medical certificate from a registered medical practitioner must be submitted to the immediate supervisor. Medical certificates must be submitted to the GMDC Accreditation Secretariat no later than one (1) week after the date written on the medical certificate.

Medical Certificates

- Medical certificates duly signed by the doctor, are required to state the following:
 - Date of issue;
 - Date of onset of illness;
 - A statement as to whether the employee is unable to perform his/her duties because of the nature of his/her illness; and
 - If the employee is unable to perform his duties, an opinion as to the likely duration of his/her incapacity.
- Failure to notify the immediate supervisor on the first day of absence or submit a medical certificate on returning to work may lead to the absence being treated as unpaid leave and disciplinary action initiated.
- In the stipulated period, employees must complete and submit a leave form with a medical certificate attached to the Immediate Supervisor. Depending on the nature of the illness, he/she may be required to provide a certificate indicating his/her fitness to return to work.



The certificate should be regarded as being effective from the date of its issue, unless the medical practitioner specifies otherwise, i.e., that the leave should commence on a particular date. In either case, the leave recommended in the medical certificate should be regarded as being additional to any period on the grounds of ill health which the employee may have already taken on that occasion and which is not covered by such certificate.

- GMDC reserves the right to validate any medical certificate or report submitted in respect of sick leave and request that an employee have a medical examination effected by medical personnel appointed by GMDC.

Prolonged Sick Leave

- If the employee has exhausted both his/her sick and casual leave, the employee shall utilise vacation leave which the employee has available at the date of commencement of the sick leave.
- In cases of grave illness or periods of sickness involving hospitalisation or convalescence arising from hospitalisation, a further 30 days sick leave with full pay may be granted at the recommendation of the Executive Director to the Governing Body for permanent full-time employees, subject to verification of the illness by a medical practitioner.
- An employee may at any time be required to submit to an examination by a Medical Board appointed by the Chief Medical Officer if the employee's state of health warrants such an examination.
- If an employee has been absent from duty on the grounds of ill health and the total period of absence exceeds ninety (90) calendar days, then the Executive Director shall request the Chief Medical Officer to appoint a Medical Board to examine the employee. The Executive Director will then be required to provide a report on how much sick leave has been taken by the employee and the effect of the illness on performance.
- By virtue of the nature of some illnesses or injuries, the maximum eligibility for approved sick leave as institutionalised by GMDC, may be of inadequate length to allow for a full and complete recovery. In such cases, periods of extended sick leave with full, partial or no pay may be granted to a member of staff to facilitate full recovery from his/her illness or injury. Such extended sick leave and pay



arrangements will be at the discretion of the Executive Director and will be informed by, among other things, the advice and recommendation of the attending physician, the member of staff's length of service and any other considerations which may be entertained by the Executive Director. A staff member requiring convalescence over a period beyond his/her normal sick leave eligibility may be allowed, on the discretion of the Executive Director, to convert any part or all the outstanding portion of his/her annual leave for the purpose of recovery. No period of extended sick leave with pay shall extend beyond three (3) calendar months and no period of extended sick leave with no or partial pay shall extend beyond six (6) calendar months.

- The Executive Director shall monitor employees' absence due to sickness and ensure that employees receive full support when they return to work.
- Employees will not be allowed to earn vacation leave during periods of extended sick leave.

4.3.5. Maternity Leave

All female employees are eligible for maternity leave, after having completed twelve (12) months of service at GMDC. The following are the guidelines that govern maternity leave:

- Three (3) months will be granted at full pay.
- Vacation leave may be taken immediately before or after maternity leave entitlement.
- Unpaid leave for an additional period not exceeding three (3) months may also be taken.
- The Executive Director may grant an extension of unpaid leave for up to three (3) months in extenuating circumstances, such as if the newborn or the mother is ill. This would need to be supported by a medical certificate stating the need for the mother to be away during the time of illness.
- Applications for maternity leave shall be made in writing to the Executive Director at least three (3) months in advance of the expected date of confinement and must indicate the date on which the leave is expected to begin, the duration of the leave and the employee's intention to return to work. Employees should attach to the



application, a document from a registered medical practitioner confirming the details of pregnancy and expected date of delivery.

- Maternity leave begins from the day of birth and lasts three months.
- Before returning to work, the employee is required to give GMDC three (3) weeks' notice in writing of her intention to return to service.

4.3.6. Paternity Leave

All male employees, who have completed at least 12 months of continuous service, are eligible for paternity leave. Paternity leave is a maximum of ten (10) days of paid leave, for a father following the birth of his child.

The employee must present legal documentation to his Immediate Supervisor, which states he is the legal father of the child, within 3 months of the birth.

4.3.7. Special Leave

Special leave may be granted by the Executive Director to employees upon presentation of relevant documentary evidence. Special leave on full pay may be granted for the following purposes:

- To attend Jury Duty or to act as a witness before Court or a Government body having the power to issue summons.
- To allow employees up to three (3) hours on a polling day to vote in a General Government Election.
- To represent Grenada at a recognised national or international event.
- To allow employees who belong to civic organisations, such as Grenada Red Cross Society, National Disaster Management Agency (NaDMA), Grenada Cooperative Nutmeg Association (GCNA), Boy Scouts, Girl Guides, and similar organisations, to attend national or international events for which they are selected to represent their organisation.



4.3.8. Casual Leave

Casual leave is a provision whereby employees may be granted short periods of absence to attend to personal or family matters. An employee of more than 12 months of the GMDC is entitled to a maximum of ten (10) days of casual leave annually. The following are the guidelines for the policy:

- Casual leave is not intended to be used for vacation purposes or in lieu of vacation leave.
- The granting of casual leave is at the discretion of the immediate supervisor and/or Executive Director, subject to the demands of the department.
- Casual leave will not normally be granted to run consecutively with vacation leave or vice-versa, except when such leave is granted on medical grounds or for urgent private affairs.
- Any casual leave accumulated may be used during periods of prolonged illnesses, on the basis of a medical certificate from a duly registered medical practitioner, once the sick/casual leave entitlement/eligibility for the current year has been exhausted.

4.3.9. Study Leave

Study leave is a period of absence granted to employees to pursue courses of study. Study leave may be based on programmes mandated by GMDC, those that are job related, and those that support future advancement of employees within the organisation.

Employees must complete one (1) year of service with GMDC to qualify for study leave.

Employees shall be entitled to paid study leave up to a maximum of five (5) days for a programme of study. They shall also be entitled to leave on the day of the examination.

Study leave requests should be submitted to the immediate supervisor and approved by the Executive Director. In instances where additional study leave is required, staff can use any available vacation leave remaining.

4.3.10. Unpaid Leave

Leave of absence without pay may be granted to employees in exceptional circumstances. Application must be made through the immediate supervisor for approval by the Executive Director. The policy guidelines include:



- Where employees are not eligible for paid leave for any reason, employees may apply in writing to their immediate supervisor for up to thirty (30) days unpaid leave to be taken in any one (1) calendar year. Reasons may include, allowing for extended periods of sickness or time off to deal with personal and family problems.
- The immediate supervisor will consider the circumstances surrounding the application and staffing implications and make recommendations to the Executive Director.
- The Executive Director will review the recommendations and make a decision.
- Approval must be given prior to employees taking unpaid leave by the Executive Director or Chairman on behalf of the Governing Body.
- An employee on leave without pay is bound by all the general rules and regulations of GMDC and to any specific conditions that may be laid down. He/she may not, without prior permission accept any paid employment.

5. EMPLOYEE INFORMATION MANAGEMENT

This policy is designed to ensure the accuracy, security, and confidentiality of employees' personal information. The Technical Administrator is responsible for the management of this policy.

5.1. Maintenance of Employee Information

- Employees' personnel records contain all relevant biographic data as well as full documentation of the employees' records in the organisation, including leave, performance evaluation, any disciplinary action taken, information on promotions, transfers, and reassignments.
- Employees shall always be aware of the contents of their personal files, and have the right to review such files, with the consent of the Technical Administrator or Executive Director and in the presence of the Technical Administrator and/or Executive Director.
- Employees' records are confidential and approval from the Technical Administrator or Executive Director must be obtained in order to obtain copies of official correspondence from their files.



- Employees shall advise the Technical Administrator of any changes in personal status or any other information which is deemed necessary to maintain up to date personnel records, such as marital status or change of address, telephone numbers and qualifications.

5.2. External Communication

GMDC's external communication policies and procedures are meant to provide employees with guidance on handling all external communication relating to the organisation and its employees. The focus shall be on disseminating important news and information to the public and stakeholders.

The following policies shall guide all external communication and should be read in conjunction with GMDC's communication policy:

- The Executive Director is the chief spokesperson for GMDC.
- All communication with external audiences must be managed by an employee/s appointed by GMDC's Governing Body.
- No employee is allowed to publicise any information related to GMDC's activities without authorisation from the Executive Director.
- Information to be posted on GMDC's website, social media pages or other public channels should be duly approved by GMDC's Governing Body before it is posted.

6. DISCIPLINE AND GRIEVANCE

This section of the policy is to establish fair and consistent guidelines for the standard of behaviour expected from GMDC employees and to foster good employee relations. These policies apply to all GMDC employees and provide guidelines to deal with discipline and grievances in a consistent manner, in accordance with the provisions set out in Section IX of the Grenada Employment Act.

General Policy Statements

- GMDC employees are expected to maintain socially acceptable and ethically correct behavioural standards which are in the best interest of the organisation and their co-workers. The maintenance of socially acceptable and ethically correct behavioural standards i.e., standards that do not conflict with the purpose of GMDC, shall be considered essential and in the best interest of the organisation and its employees.



- Where such standards are breached, the Executive Director and/or the Governing Body shall have the right and responsibility to initiate corrective action.
- GMDC shall make provisions for employees to share any problems concerning their wellbeing at work with their immediate supervisor or the Executive Director. GMDC shall seek to address these concerns in a prompt and equitable manner without placing an unreasonable strain on its resources.
- The Executive Director/or the Governing Body shall be responsible for managing discipline in the organisation. GMDC shall make every effort to be fair in the treatment of employees.
- If an employee's performance or conduct is deemed to jeopardise GMDC's interest, or if the employee fails to observe the terms and conditions of employment or GMDC's policies and procedures, this will result in him/her being liable for disciplinary action. The disciplinary and grievance procedures shall not be used to:
 - Appeal matters related to performance evaluation and compensation.
 - Address situations over which GMDC has no authority to remedy.
 - Address dissatisfaction of the grievance policy or procedure.

6.1. Employees' Rights & Responsibilities

- It is the responsibility of each employee to learn, understand and consistently observe the rules, procedures and standards of conduct established by GMDC. Failure on the part of an employee to familiarise himself/herself with these requirements shall not exclude him/her from disciplinary action.
- All employees are eligible to access the provisions of the grievance procedures.
- Filing of a grievance shall not jeopardise the employee's position, opportunities for advancement or salary increases.
- No employee may be coerced by management or any other employee into not proceeding with a grievance or not appearing as a witness at an inquiry.
- All employees, including the grievant, shall cooperate at all stages in an investigation of a grievance or misconduct. This cooperation shall include, but not be limited to, appearing to answer questions, and presenting truthful information. Failure to present truthful information may result in disciplinary action.



- If the party/ies involved are dissatisfied with the outcome of any stage in a disciplinary or grievance inquiry, movement of the inquiry to the next stage may be requested.

6.2. Misconduct

Misconduct is a failure to adhere to GMDC's minimum standard of behaviour, the outcome of which may have a negative impact or adversely reflect upon GMDC's operations or reputation. GMDC recognises two (2) categories of Misconduct: General Misconduct and Gross Misconduct.

6.2.1. Suspension With Pay/Relief from Duty Pending Investigation

Suspension/Relief from duty pending investigation is applicable when there is a need to initiate an investigation into acts of misconduct or conduct and where the employee's presence at work could compromise or affect the conduct of the investigation in any way. The employee is paid during this period of Suspension/Relief from duty and is required to make himself/herself available to assist GMDC in its investigation during that period.

The suspension period shall be administered in accordance with local legislation, as applicable.

During the suspension period, the employee cannot perform his/her duties until the claim is resolved. Efforts shall be made to ensure that the investigations are conducted as expeditiously as possible to ensure that the employee's time away from work is minimised.

Employees can also be suspended pending a court's order. If an employee has been accused in a court of law for any criminal offence, GMDC will suspend the employee immediately, pending the court's order.

● Payment During Suspension

- For the first ninety (90) days of suspension, the employee will be paid at the rate of 50% of his/her wages.
- Should the investigation exonerate the employee, the remainder of pay missed will be recovered retroactively.



6.2.2. General Misconduct

General Misconduct is defined as any misbehaviour/failures in performance on the part of an employee which does not present a serious risk to GMDC, its employees or clients and which can be improved via the route of Progressive Discipline.

In addressing instances of General Misconduct where the risk is not deemed serious, the intent is to correct behavior or improve the performance rather than disregard the employee and so measures are implemented to improve the employee's performance or prevent recurrence of the Misconduct.

Any act of Misconduct which is repeated and/or determined to cause a serious risk to GMDC, its employees or client could lead to dismissal.

Examples of General Misconduct include, but are not limited to the following:

6.2.2.1. Absenteeism and Tardiness

Absenteeism and Tardiness will be considered Misconduct if:

- a) Absences and tardiness are frequent, and the reasons advanced by the employee for such are unacceptable;
- b) The employee, where it is considered reasonable to have done so, repeatedly does not notify their direct supervisor or manager of such absence or tardiness;
- c) As a result of such absences and tardiness, the productivity of the employee, unit and/or organisation suffers.

6.2.2.2. Breach of Confidentiality

Each employee must ensure that confidential information received, in the execution of the employee's duties, is disclosed to, accessed by, or used only by those who have specific and authorised business purpose for doing so. Breaching this requirement can lead to Dismissal and/or possible civil, criminal, or regulatory action. Refer to Section 1.1.1 - Confidentiality for further information.

6.2.2.3. Conflict of Interest



A conflict of interest occurs when the interests of one party conflict with those of another. Conflicts can occur between the interests of employees of GMDC and/or its clients.

Employees should avoid any situation of actual or perceived conflict of interest. In any situation where the conflict is between GMDC's interests and the interests of an employee, GMDC's interests take precedence. Each employee is encouraged to consult their supervisor/manager before engaging in activities that have the potential of actual or perceived conflict of interest. Refer to Section 1.1.2 - Conflict of Interest for further information.

6.2.2.4. Harassment

GMDC's employees have a right to operate in an environment which is professional, cordial, productive and free from discrimination and harassment on any grounds. Each employee must therefore conduct themselves in a manner that is respectful to all individuals with whom they interact in the work environment and in the course of conducting business.

Harassment is any behaviour that is physically or psychologically abusive, demeaning, humiliating, or embarrassing to another person, that is known or should reasonably be known to be unwelcome and is viewed by an employee as placing an improper condition on his/her employment.

6.2.2.5. Health and Safety Infractions

Non-compliance with GMDC's Occupational Health, Safety and Security Policy (see Section 1.3) can be classified as General Misconduct. Non-compliance includes, but is not limited to:

- a) Tampering with safety equipment - fire extinguishers, fire alarms, etc.
- b) Employees refusing to adhere to evacuation instructions during a safety drill.
- c) Non-reporting of workplace accidents within the specified reporting periods.



6.2.2.6. Lying and Failing to Disclose Information

GMDC recognises that trust, integrity, and honesty are the foundation of the employer/employee relationship. Each employee is expected to be completely truthful when dealing with clients, fellow employees, their supervisors/managers, and GMDC. Each employee also has an obligation to disclose to their supervisor/manager any information that may adversely impact GMDC.

Lying or withholding information is Misconduct that at the very minimum should be subject to a Formal Written Warning. A subsequent repetition could result in the dismissal of the employee.

More serious incidents of lying or withholding information may justify Summary Dismissal (i.e., dismissal without notice or pay in lieu of notice) particularly if such incidents have the effect of obstructing or delaying internal investigations or audits and exposing GMDC to serious operational and/or reputational risks.

6.2.2.7. Misuse of Alcohol

Employees are not to possess or consume alcohol, or prescription drugs (without a prescription) while in the workplace, except where alcohol is permitted at a GMDC sponsored event. It is the employees' responsibility to ensure that they do not report for work while under the influence of alcohol or prescription drugs (without a prescription).

An employee who while on GMDC's premises or in the course of conducting GMDC's business, is found to be under the influence of alcohol, will be warned, and if repeated be required to voluntarily seek counselling. Notwithstanding his or her attending counselling, the employee will be required to perform his/her role while on the job at all times.

6.2.2.8. Misuse of GMDC Property

GMDC's facilities, equipment, supplies, name, corporate and intellectual property are provided to employees for use in performing day to day duties and conducting legitimate business. Each employee has an obligation to protect all GMDC's assets from harm or improper use.



6.2.2.9. Skylarking

Skylarking can be defined as one or more employees engaging in horseplay or fooling around in such a manner as to cause injury to a fellow employee(s) while on GMDC's premises or at any function hosted by GMDC.

Employees who engage in such actions will be subject to the Progressive Disciplinary Process as outlined in Sections 6.2.4 - 6.2.6.

6.2.3. Gross Misconduct

Gross Misconduct is defined as any serious breach of the law or regulations, or GMDC policy regulations or procedures, which is so severe that it exposes GMDC, its clients and/or its employees to serious operational and/or reputational risk (i.e., significant financial losses or compromising GMDC data and client confidence). Gross misconduct warrants Summary Dismissal (i.e., dismissal without notice or pay in lieu of notice).

Gross Misconduct may also result in possible civil, criminal, or regulatory action taken against the employee. GMDC reserves the right to pursue legal action against the employee and implement measures to recover assets from the employee, where appropriate.

GMDC can and will use any and all actions at its disposal to deal swiftly and effectively with allegations of Gross Misconduct. Every instance of Gross Misconduct will be thoroughly investigated and documented, as appropriate, in consultation with Legal Counsel. Examples of Gross Misconduct include, but are not limited to:

6.2.3.1. Anti-Money Laundering and Anti-Terrorist Financing

Grenada has strict anti-money laundering and anti-terrorist financing laws which govern GMDC's operations. GMDC must take any and all reasonable action to prevent its premises from being used for any illegitimate purpose including without limitation, money laundering and terrorist financing.

Summary Dismissal (i.e., dismissal without pay or pay in lieu of notice) is warranted for any employee, who is proven to be involved in money laundering and/or terrorist financing, or who fails to adhere to the country's policy and to report to the relevant authorities.



6.2.3.2. Criminal Offences

GMDC abides by the law and regulations of Grenada. Employees of GMDC must not engage in any criminal activity.

6.2.3.3. Dishonest Behaviour

The industry in which GMDC operates is grounded in the trust that our clients and stakeholders place in us. Our employees, therefore, must be and must be seen to be, of the highest integrity. Dishonest behaviour will not be tolerated and warrants Summary Dismissal. Examples of dishonest behaviour include, but are not limited to the following:

- a) Theft of GMDC, another employee or client property;
- b) Falsifying employee and/or client information;
- c) Fraud and/or forgery;
- d) Kiting i.e., the fraudulent writing or use of a cheque, bill, or receipt;
- e) Using undue influence gained through employment with the Bank.

6.2.3.4. Exceeding Delegated Authority

Employees must follow all operational, credit and compliance procedures. Employees, who exceed their delegated authority without prior written permission, will receive at minimum, a first and final Written Warning. The employee's immediate supervisor must inform the employee of the assigned delegated authority.

6.2.3.5. Falsifying or Destroying Records

Each employee must follow all applicable record keeping procedures as per GMDC's Accreditation Records Retention, Retrieval and Destruction Policy, including obtaining all required information from clients, verifying, and recording it accurately.

Deliberately falsifying or destroying official records of GMDC warrants Summary Dismissal. Examples include, but are not limited to:



- a) Making false or misleading entries for the employee's benefit or for the benefit of another party;
- b) Misstating assets or liabilities on a customer application (inclusive of employees);
- c) Establishing or operating a fictitious account or use of an account for purposes other than that for which it was intended;
- d) Concealing any unrecorded account, fund, asset or liability;
- e) Forging, cutting and/or pasting the signature of anyone.

6.2.3.6. Insider Trading

An employee, who for the employee's own financial gain or the financial gain of others, uses the employee's position to access non-public information about GMDC is involved in insider trading. Gross Misconduct of this nature warrants Summary Dismissal. The employee involved in insider trading may also be subject to civil, criminal and/or regulatory action.

6.2.3.7. Insubordination

Insubordination is defined by one of the following two situations:

- a) An employee refuses to follow a directive from his/her manager or someone who is in a position to issue a directive to that employee. Officially, insubordination results when an employee has received and understood a direct instruction but refuses to carry out the instruction for no stated legitimate reason.
- b) The employee responds to the immediate supervisor, or person in authority in such as manner as to:
 - i. Deliberately disregard a legitimate order or instruction;
 - ii. Dispute or ridicule authority;
 - iii. Use language in an inappropriate, disrespectful, vulgar, or profane manner or make inappropriate actions, gestures, threats, or comments.



6.2.3.7.1. Gross Insubordination

Gross Insubordination involves unyielding disobedience, and flagrant disrespect of an employee towards his/her supervisor/manager. Examples of such behaviours include but are not limited to:

- a) Failure to abide by policies and procedures established by GMDC.
- b) Actions that lead or could lead to the endangerment of other employees.
- c) Refusal to carry out a legitimate instruction by persons in authority.

6.2.3.8. Unauthorised Possession/Use of Weapons on Work Premises

Employees are prohibited from bringing onto GMDC's premises, any weapon, instrument, or substance that can be used to cause grievous bodily harm to another person.

An employee found to have such weapons, instruments in the employee's possession or substances to cause grievous bodily harm to another person on GMDC's premises with no compelling explanation is subject to Summary Dismissal.

6.2.3.9. Misuse of Illegal Drugs

Employees shall not possess or consume illegal drugs while in the workplace. It is the employees' responsibility to ensure that they do not report for work while under the influence of any illegal substance.

An employee found to be in possession of any illegal drugs while on GMDC's premises or while in the course of conducting GMDC's business will be summarily dismissed.

6.2.3.10. Violence in the Workplace

GMDC has a zero-tolerance approach to violence in the workplace. Where there are instances of violence, the first concern of GMDC is to secure the well-being of its employees, clients and/or visitors.

An employee involved in workplace violence will be removed from GMDC's premises as soon as is practicable and their employment may be terminated.



6.2.4. Progressive Discipline Approach

GMDC has adopted the Progressive Discipline approach in dealing with disciplinary matters. The purpose of Progressive Discipline is to ensure that instances of proven Misconduct not warranting dismissal are clearly articulated to the employee. This is done with a view to ensuring his/her understanding of the actions deemed to be Misconduct and the possible consequences of failure to show the improvement required or repetition of his/her actions.

The consequent action(s) taken by the GMDC must be commensurate with the seriousness of the employee's Misconduct, or unacceptable behaviour.

GMDC believes that employees, when properly informed, motivated, and supported, can correct most forms of Misconduct. The intent of Progressive Discipline is not to be punitive to the employee, but rather to emphasise the need for and to encourage improvement, with a view to minimising the recurrence of the Misconduct and the possible termination of employment in the future.

It should be noted that not all acts of Misconduct will be handled through the Progressive Discipline approach. There are acts of Misconduct that cause serious harm to GMDC, its clients and/or its employees to warrant Summary Dismissal.

6.2.5. Aspects of the Progressive Discipline Approach

The following are the outcomes of our Progressive Discipline approach and before any of these outcomes can be actualised; the appropriate investigations, hearings, communications, and consultations will take place.

6.2.5.1. Informal Actions

Before commencing any formal disciplinary action under the Progressive Discipline approach, consideration should always be given to whether informal actions can appropriately resolve the issue. The most common forms of informal action are counselling/coaching and informal verbal warning. Where informal action is taken, no formal disciplinary letter is placed on the employee's file and if the issue is resolved, there is no need for further action.

6.2.6. The Formal Progressive Discipline Process



Depending on the severity of the employee's action/incident, any of the following forms of Discipline may be appropriate. The following progressive disciplinary schedule should be considered when administering discipline:

6.2.6.1. Verbal Warning

Verbal warnings are issued when acts of Misconduct cause, or is likely to cause *minimal* disruption to GMDC, its employees or clients. The Misconduct is usually a single, isolated event or insignificant act, as opposed to a recurring pattern of poor behaviour or performance.

Supervisors must ensure that a Verbal Warning is noted on the employee's file for easy recall. The employee's supervisor must also ensure that after a period of 6 months, that the Verbal Warning is disregarded.

6.2.6.2. Formal Written Warning

A Formal Written Warning is issued if the act of Misconduct is more serious or is a repeated act for which a verbal warning was previously issued.

Formal Written Warnings will be disregarded after a period of one year. The expiration date shall be specified in the letter.

More than one Formal Verbal or Formal Written Warning may be issued in connection with similar acts of Misconduct.

- a) Where more than two similar acts of Misconduct occur, the disciplinary process should be escalated to the next level.
- b) Where more than two different acts of Misconduct occur, the disciplinary process should be escalated to the next level for the next specific act.

6.2.6.3. Suspension without Pay

GMDC may make the decision to suspend without pay as a disciplinary measure.

6.2.6.4. Dismissal

Dismissal is the most severe step in the Progressive Disciplinary Approach process. An employee will be dismissed for an act of Gross Misconduct. It is also applied



when an act of Misconduct has caused a significantly negative impact on GMDC, its reputation, business, employees and/or clients.

An employee will also be dismissed when similar acts of Misconduct have occurred, and the employee has gone through all the stages of the disciplinary process with no improvement or sustained change in behaviour.

When contemplating any form of disciplinary action, including Dismissal, it is imperative that:

- a) All the related facts have been obtained and reviewed;
- b) All documentation has been placed on the employee's file;
- c) The employee is given the right to be heard and represented;
- d) When contemplating variation of disciplinary action between this Manual and local legislation, the provisions of the local legislation supersede;
- e) All reasonable measures have been or are being taken, where appropriate, to support the employee in improving his/her conduct to an acceptable level.

6.2.7. Summary Dismissal

Summary Dismissal is instant dismissal without notice or pay in lieu of notice for gross misconduct. It may be deemed appropriate for specific actions.

6.3. Right of Appeal

In case of any discrepancies regarding suspension of an employee, the employee can file a complaint to the Labour Commissioner, and if necessary, to the Minister of Labour, if he/she believes the disciplinary action is unreasonable. Where the Labour Commissioner and the Minister fail to settle the matter, it may be referred to the Arbitration Tribunal for final decision. The right of an employee to make a complaint under this section shall be without prejudice to any right an employee may enjoy under a collective agreement.



6.4. Disciplinary Procedures

The following outlines the disciplinary procedures:

Stage 1 – Executive Director

The following outlines the disciplinary procedures at the Executive Director level. At this level, Misconduct with sanctions of verbal and written warnings are addressed.

RESPONSIBILITY	TASK
Executive Director	<ul style="list-style-type: none"> ● Receives information on breach of disciplinary standards ● Initiates a meeting to discuss infringement with party/ies involved. ● Conducts hearing. ● Consults disciplinary standards to determine associated sanction. ● Completes and signs the disciplinary form and indicates recommended sanction. ● Ensures form is signed by party/ies
Employee	<ul style="list-style-type: none"> ● Signs form acknowledging discussion held. ● Indicates agreement or disagreement with recommended sanction.
Executive Director	<ul style="list-style-type: none"> ● Submits form to Chairman for review and approval. ● Submits form to Operations Administrator/ ED's Designate.
Chairman	<ul style="list-style-type: none"> ● Reviews disciplinary form. ● If party/ies disagree with sanctions, convenes meeting to further discuss the issue. ● Recommends new sanction/confirm AOC's recommendation. ● Signs form. ● Submits form to AOC office for information and filing. ● If the party/ies agree with sanctions, approves/initiates sanction. ● Signs form and submit to the AOC office for information and filing.
Employee	<ul style="list-style-type: none"> ● Signs disciplinary form confirming discussion. ● Complies with or appeals sanction.
Chairman	<ul style="list-style-type: none"> ● Reviews disciplinary form for completeness and compliance with disciplinary code.



	<ul style="list-style-type: none"> ● Submits form to Executive Director or his designate for filing.
Operations Administrator/ED designate	<ul style="list-style-type: none"> ● Files disciplinary form on employee's personnel file.

Stage 2 – Governing Body

The following outlines the disciplinary procedures at the Governing Body level. At this level referrals coming from Stage 1 and/or initiated at this level will be addressed.

RESPONSIBILITY	TASK
Executive Director	<ul style="list-style-type: none"> ● Submits form referring case to the Governing Body. ● Coordinates activities for conducting inquiry with involved parties.
Governing Body	<ul style="list-style-type: none"> ● Conducts inquiry. ● Prepares a report with recommendations in keeping with the disciplinary code. ● Completes disciplinary form.
Chairman	<ul style="list-style-type: none"> ● Reviews recommendation to ensure compliance with disciplinary code, labour laws and other relevant legal regulations. ● Initiates recommendation. ● If the recommended sanction is dismissal, prepare and submit the file to AOC for review.
Employee	<ul style="list-style-type: none"> ● Signs disciplinary form confirming discussion. ● Complies with, or requests referral to the next stage.
Chairman	<ul style="list-style-type: none"> ● Submits form to Operations Administrator for filing.
Operations Administrator/ ED Designate	<ul style="list-style-type: none"> ● Files disciplinary form on employee's personnel file.



Stage 3 – Governing Body

Cases heard at this stage are those referred from Stage 2 or are cases with sanction of dismissal.

RESPONSIBILITY	TASK
Employee	<ul style="list-style-type: none"> ● Submits form referring case to Executive Director, to refer case to the Chairman.
Executive Director	<ul style="list-style-type: none"> ● Prepares and submits a case file to the Chairman for review of recommendation (e.g., termination).
Operations Administrator	<ul style="list-style-type: none"> ● Coordinates review meeting ● Coordinates inquiry (if necessary)
Governing Body	<ul style="list-style-type: none"> ● Reviews case file ● Conducts inquiry if necessary ● Prepares and submits new recommendation or confirms recommendation from the Disciplinary Committee.
Chairman	<ul style="list-style-type: none"> ● Reviews recommendation. ● Initiates recommendation.
Employee	<ul style="list-style-type: none"> ● Complies with sanction OR ● Appeals to the Labour Commissioner

6.5. Grievance Procedure

This procedure protects the employee by giving them security against errors or mistakes as well as failings or omissions by management. It also provides a means of communication between employees and management. Occasionally, it may become necessary for an employee to raise areas of concern with the employer.

GMDC encourages employees to resolve any grievance by informal discussion with the most senior person in their normal reporting chain. If there is no resolution, then the employee has the right to invoke the next stage of the Grievance Procedure.

The following steps represent the process for employees to follow when raising a Grievance.



6.6. Right to Representation

The aggrieved employee will be required to attend meetings, which can be virtual, to consider their specific grievance. At these meetings, the employee may elect to be accompanied by a fellow member of staff of their choice or person as permitted by local legislation who may make representations on their behalf.

6.7. Stages of the Grievance Process

6.7.1. Stage 1: Engagement of Immediate Supervisor

This is the stage at which the employee discusses with their immediate supervisor an issue that they may have. Submission of the grievance in writing is preferred, however, verbal statements will be accepted. The immediate supervisor with whom the grievance was raised should respond within five (5) working days.

Should an employee initially raise an area of concern with someone rather than their immediate supervisor, then the person with whom the issue is raised has a responsibility to refer the employee to their supervisor for resolution. If the grievance is with the employee's direct supervisor, then the grievance should be escalated to the Executive Director.

6.7.2. Stage 2: Escalation to Executive Director

Should there be no resolution at Stage 1, the employee has the right to further raise the issue within 10 working days of receipt of a decision with the Executive Director, provided the Executive Director was not engaged at Stage 1 of the process. The Executive Director should ensure that the input of all parties involved is received up to this stage before attempting to communicate the resolution. The decision must be communicated within 10 working days.

6.7.3. Stage 3: Escalation to the Governing Body

Failing resolution at Stage 2, the employee should then advise the Governing Body within 10 working days of the grievance by letter/email and should detail all the activities that preceded this stage.

It is the responsibility of the Governing Body to ensure that adequate investigations are done and to consult with GMDC's HR representative, Industrial Relations and/or Legal representatives, as appropriate.



A resolution or update on progress must be communicated in writing to the employee within 20 working days following submission of the letter/email addressed to the Governing Body.

6.7.4. Stage 4: Appeal

Any decision handed down in resolution at Stage 3, can be appealed if the employee finds such decision unsatisfactory. The employee may lodge an appeal with the Labour Commissioner, and if necessary, to the Minister of Labour, within 10 working days of receipt of the decision.

6.8. Implementation of Decision

The decision taken at Stage 4 should be communicated to the employee's supervisor and the Operations Administrator/ED Designate for implementation.

6.9. Managing the Process

- GMDC is responsible for initiating a disciplinary action and an employee is responsible for initiating a grievance action.
- A Disciplinary Committee shall be established to support the administration of the discipline and grievance procedures. The committee shall consist of:
 - The Executive Director
 - A Member of Governing Body
 - A Staff Representative

The Committee members shall nominate a member to Chair the Committee.

- An inquiry may take the form of:
 - Review of personnel files and other related documents
 - Collection of statements from witnesses and any other method of collecting comprehensive data in order to obtain the facts
 - Ensuring that facts are reported accurately to the proper authority, in order to arrive at a decision based on the facts.



- An employee may file an appeal if he/she does not agree with the outcome of a disciplinary proceeding.

6.10. Exercise of Authority

The table below outlines officers with responsibility to exercise authority and the type of penalty each has the authority to administer:

AUTHORITY LEVEL	PENALTY
Governing Body	<ul style="list-style-type: none">● Verbal warning● Written warning● Suspension● Dismissal
Executive Director	<ul style="list-style-type: none">● Verbal warning● Written warning● Recommend suspension● Recommend dismissal
Supervisor	<ul style="list-style-type: none">● Verbal warning● Recommend written warning

7. SEPARATION

The aim of this section is to outline the policies and procedures regarding the separation of employees from GMDC either voluntarily or involuntarily. The Executive Director of the Secretariat, under the direction of the Governing Body, is responsible for managing the separation of GMDC employees. The policies are as follows:

7.1. Voluntary Separation

7.1.1. Resignation

All employees shall notify GMDC of his/her intention to resign from his/her position.

- All resignations shall be addressed to the Secretariat.
- The notice period for the resignation of permanent employees shall be guided by the terms of appointment.



- GMDC reserves the right to request the immediate cessation of employment prior to the effective date of resignation, or in the interest of GMDC, request that the employee proceed on any vacation leave due.
- All payments due to the employee will be made on the last date of employment with GMDC and shall include full payment of remuneration earned up to the date of resignation, payment in lieu of vacation leave earned up to the date of resignation, and any other benefits payments, for example, pension.
- GMDC shall deduct any debts owed by the employee from final payments due. In circumstances where the amount due to the employee is less than the debt owed to GMDC, the employee shall be required to settle the outstanding sum by one of the following:
 - Make payment to GMDC prior to the last day of employment.
 - Provide GMDC with written authorisation to deduct such sums from his/her pension refund where applicable.
 - During the notice period, an employee shall be expected to continue to work in a conscientious and professional manner. All company property – records, keys, assignments, and identification cards must be handed over prior to departure.

The procedures regarding resignation are as follows:

RESPONSIBILITY	TASKS
Employee	<ul style="list-style-type: none"> ● Writes resignation letter and submits to Executive Director through the Operations Administrator
Operations Administrator/ED Designate	<ul style="list-style-type: none"> ● Discusses resignation with employee. ● Forwards original letter to Executive Director for further action
Executive Director	<ul style="list-style-type: none"> ● Reviews resignation letter. ● Advises the Governing Body. ● Directs the Operations Administrator or ED Designate to schedule an exit interview with the employee.
Operations Administrator/ED	<ul style="list-style-type: none"> ● Schedules exit interview with staff member.



Designate Officer	<ul style="list-style-type: none"> ● Reviews the employee's personnel file for outstanding/accrued leave. ● Prepares relevant memos regarding payment to the employee and forwards to the Accountant.
Account's Clerk	<ul style="list-style-type: none"> ● Reviews employee account for debts owed. ● Prepares final cheque for the employee.
Operations Administrator/ED Designate	<ul style="list-style-type: none"> ● Conducts exit interview with staff member. ● Makes arrangements with employee for handing over activities including the return of company property. ● Gives final cheque to employee.
Employee	<ul style="list-style-type: none"> ● Returns company property and hands over outstanding assignment/s. ● Collects final cheque.

7.1.2. Retirement

7.1.2.1. Normal Retirement

- The normal retirement age for permanent employees shall be sixty (60) years.
- Employees may be permitted by the Governing Body in discussions with the Executive Director to extend their service beyond the age of sixty (60) years.
- An employee, on reaching retirement age, would normally be retired on his/her birthday.
- An employee approaching the age of retirement should consult with the Executive Director at least twelve (12) months in advance of the retirement date to ascertain all benefits entitlement. The Executive Director will consult with the Chairman.
- A retiring employee shall be paid his/her full salary to the effective date of retirement and any additional payments.
- Employees are entitled to any outstanding vacation leave leading to the effective date of retirement.



7.1.2.2. Early Retirement

- An employee may, during the five (5) year period prior to reaching the age of normal retirement, i.e., at age fifty-five (55) onward, exercise the option to retire.
- The application of retirement shall be done in writing to the Executive Director.

7.2. Exit Interviews

Employees who have resigned may be asked to participate in an exit interview during the notice period. This interview is entirely voluntary. The purpose of this interview is to identify workplace, organisational or human resource factors which have contributed to the employee's decision to leave GMDC's employment. The interview shall be conducted by the Operations Administrator or the ED's Designate. The key points of the interview shall be conveyed in confidence to the Executive Director.

Employees who are retiring will be asked to participate in an exit interview. This interview is entirely voluntary. The purpose of this interview is to identify how GMDC has impacted their lives during their tenure and suggestions for improvement opportunities within GMDC. The key points of the interview shall be conveyed in confidence to the respective Executive Director.

7.3. Involuntary Separation

The Executive Director shall be the sole person authorised to effect termination of employees' services. However, the Executive Director shall consult with the Governing Body before making such a decision. Termination may be under the following circumstances:

- For cause which includes:
 - Absence from the island without permission from the date of such departure
 - Absence from duty without permission for five (5) consecutive working days
- For misconduct, poor performance, criminal offense
- Reorganisation of the organization structure

Commented [Ma1]: Not certain if we need a structured exit interview though.



7.3.1. Termination

Subject to the established disciplinary procedures as outlined in Section 6 of this manual, the Executive Director may summarily dismiss an employee below the administrative level. In consultation with the Governing Body, the Executive Director may also summarily dismiss any employee at or above the administrative level.

The procedures regarding termination are as follows:

RESPONSIBILITY	TASKS
Supervisor	<ul style="list-style-type: none"> ● Discusses disciplinary action for repeated offense with the employee. ● Recommends to the Executive Director, the termination of the employee's service for repeated offense.
Executive Director	<ul style="list-style-type: none"> ● Holds discussion with the Governing Body to make a decision to terminate the employee's service.
Governing Body	<ul style="list-style-type: none"> ● Directs the Executive Director to schedule a meeting to discuss a decision with the employee.
Executive Director	<ul style="list-style-type: none"> ● Schedules meeting with employee to discuss termination details with the Governing Body.
Employee	<ul style="list-style-type: none"> ● Discusses termination decision with Governing Body.
Governing Body	<ul style="list-style-type: none"> ● Directs Operations Officer or ED's Designate to initiate termination activities.
Operations Officer/ED's Designate	<ul style="list-style-type: none"> ● Reviews the employee's personnel file for outstanding/accrued leave. ● Prepares memo to the Account Officer regarding payment to the employee.
Account's Clerk O	<ul style="list-style-type: none"> ● Reviews employee's account for debts owed. ● Submits documentation to the Executive Director
Operations Administrator/ED's Designate	<ul style="list-style-type: none"> ● Makes arrangements with employee for handing over activities including the return of company property. ● Conducts handing over exercise with the employee. ● Makes arrangements for an exit interview.



Executive Director	<ul style="list-style-type: none"> ● Conducts exit interview (voluntary)
Employee	<ul style="list-style-type: none"> ● Returns company property and hands over outstanding assignment/s ● Participates in an exit interview.

8. ADMINISTRATION

This section of the HR policy is intended to ensure the smooth functioning of GMDC in the areas of maintenance of buildings and office facilities and records management. The Technical Administrator is responsible for the management of the policies in this section of the manual.

8.1. Maintenance of Building and Office Facilities

GMDC shall maintain its building and office facilities in a manner that is safe and comfortable for employees to efficiently execute their duties.

The following are the relevant policies:

- Buildings shall be maintained in keeping with any established building codes.
- The building and building systems (such as electrical, plumbing, fire, and security) shall be inspected as deemed appropriate according to established standards for each respective system and an annual schedule for routine and preventive maintenance developed to effect repairs.
- Emergency repairs shall be carried out as necessary.

The relevant procedures are as follows:

RESPONSIBILITY	TASKS
Technical Administrator	<ul style="list-style-type: none"> ● Develops maintenance schedule and budget in keeping with findings from the building inspection. ● Submits maintenance schedule and budget to Executive Director, for approval.



Executive Director	<ul style="list-style-type: none">● Reviews and approves maintenance schedule and budget or refer to the Governing Body for approval.
Technical Administrator	<ul style="list-style-type: none">● Coordinates the procurement of a Building Inspector to conduct inspection when required.● Executes and monitors repairs in keeping with the maintenance schedule.

8.2. Records Management

All records of GMDC shall be appropriately managed and disposed of in a manner that is appropriate to the sensitivity of the data or information contained therein. Please refer to GMDC's Accreditation Records Retention, Retrieval and Destruction Policy for further guidance and details on records management.

8.3. Assignment of Assets

GMDC will from time to time assign assets to its employees. The aim of these policies is to provide a guide for the manner in which employees are required to treat GMDC's assets and the need for employees to adhere to the policies related to the respective asset. Below are the policies which will guide GMDC:

- Employees are required to treat GMDC's assets with care and ensure that the asset is kept from loss or damage. An annual review of the inventory of assets shall be conducted by the Technical Administrator / Secretary to ensure assets are still in place and are being kept in good condition. The findings from this review will be documented in a report.
- All employees shall complete the required form on receipt of the respective asset.
- Employees shall notify his/her supervisor and other appropriate staff when an item is lost or stolen.
- In the event of termination or secondment of employees, it is the responsibility of the employee to return all items. The manager with responsibility for the asset should recover the items from the employee.



- If any of the assets are not returned or accounted for, it is the responsibility of the responsible manager to make arrangements with the employee for repayment for the missing assets.

8.4. Procurement of Goods & Services

For further details on the policies related to procurement of goods and services see the Government of Grenada Public Procurement and Contract Administration Act Chapter 267A³.

³ https://laws.gov.gd/index.php?option=com_edocman&view=category&id=984&Itemid=196